

Internal Corporate Communication Strategy of PT Kibar Kreasi Indonesia

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ABSTRACT

The aim of this contribution was to analyze the internal corporate communications of PT Kibar Kreasi Indonesia. In particular, this research looks at the internal corporate communications of PT Kibar Kreasi Indonesia to harmonize the relations between their internal public which is the company and its employees. The qualitative research approach was applied by interviewing employees as internal public and company's partners as the external public to analyze the internal corporate communication activity of PT Kibar Kreasi. As result, the internal corporate communication of PT Kibar Kreasi's activity such as KIBAR's Female Fellowship Session, KIBAR's Club , KIBAR's Facilities for Employees And the "Everyone Should Know Everyone's Working on" 's program were creating a good working atmosphere and achieve high productivity of its internal public and had great feedback from its external public

Keywords: Internal Corporate Communications, internal public, KIB

ABSTRAK

Tujuan dari kontribusi ini adalah untuk menganalisis komunikasi internal perusahaan PT Kibar Kreasi Indonesia. Secara khusus, penelitian ini melihat komunikasi internal perusahaan PT Kibar Kreasi Indonesia untuk menyelaraskan hubungan antara publik internal yaitu karyawan . Pendekatan penelitian kualitatif diterapkan dengan mewawancarai karyawan sebagai publik internal dan mitra perusahaan sebagai publik eksternal untuk menganalisis aktivitas komunikasi internal perusahaan PT Kibar Kreasi. Hasilnya, komunikasi internal perusahaan kegiatan PT Kibar Kreasi seperti program KIBAR's Female Fellowship Session, KIBAR's Club , KIBAR's Facilities for Employees dan "Everyone Should Know Everyone's Working on menciptakan suasana kerja yang baik dan mencapai produktivitas yang tinggi dari publik internal dan mendapat tanggapan positif dari publik eksternal.

Kata kunci: Komunikasi Internal Perusahaan, publik internal, Kibar

Introduction

Internal public of a corporate takes important part to maintain the company's reputation. As Cornelissen (2017) said, "There is a widespread belief in the management world that in today's society the future of any company critically depends on how it is viewed by key stakeholders such as shareholders and investor, customer and consumers, employees, and member of the community in which company operates."

To maintain the reputation, internal corporate communication could help on dealing with its internal public by conducting a great internal communication practice. According to Asif and Sargeant, “The internal communication takes place in a variety of channels including formal and informal, written or oral, or verbal and non-verbal communication. Communication needs to interpenetrate the entire company, ie ‘one which encourages the horizontal and vertical communication flows across the organization’” (as cited in Rode and Vallaster, 2005).

This study explores the internal corporate communication strategy that applied in start-up company named PT Kibar Kreasi Indonesia. Nowadays, the word of startup is talked a lot especially in Indonesia. “A start-up is a company working to solve a problem where the solution is not obvious and success is not guaranteed,” says Neil Blumenthal, cofounder and co-CEO of Warby Parker (Forbes.com, 2013). Start-up company is when they are generating revenues below \$20 million, have less than 80 employees, and remain resolutely in control of the company you started, you're likely running a start-up (Robehmed, 2013).

Based on previous research about Corporate Branding for Start-ups: The Crucial Role of Entrepreneurs by Rode and Vallaster (2005), “The number of employees during the initial phases of a start-up were usually rather small, meetings quickly turned into unproductive and inefficient communication platforms where more was talked about private issues rather than business-related topics.” Rode and Vallaster also said, “The flow of information in start-up was rather informal, supported by technical devices such as e-mail, or public calendars. The determination of the optimum degree of information sharing and the way in which information was shared however, proved to be major challenges for the founder(s).” Also, based on what Rode and Vallaster observations, they found that the two founders of the company that become the object of their research gained a lot of credibility mainly by the way the company behaved and their special way of communicating to the employees. The way people interact there was not only really friendly and cooperative, but also performance driven. Rode and Vallaster (2005) also mentioned, “The way the founders involved with their employees and the way they acted as ‘role models’ served as the motivational source for all.”

PT. Kibar Kreasi Indonesia is start-up ecosystem builder in Indonesia. KIBAR also categorized as private company. In handling internal and external communications, KIBAR has its own way of approaching their public. As the start-up company that moves fast, KIBAR is suit for the young people. It is also because the environment that created to be

casual and friendly. In its internal communication, the culture is also family oriented. KIBAR has a value that makes them different and it becomes its reputation.

The aim of this study is to explore how was the internal corporate communication strategy of PT Kibar Kreasi and how was its external public's opinion on this matters.

Literature Review

Corporate Communications

Corporate communication better to called as an approach rather than a technique. As Dolphin (2009: 2) explained, "Corporate communication is an approach that sets put to ensure the consistency of the corporate message and transparency of the organization." Dolphin also said that corporate communication is a function that could anticipates any issues, events and crises before it comes to happen. Also containing with the messages the organization presents its desired image and persona. According to Hatch and Schultz said that, "Corporate communication is perhaps the most complex element of corporate identity. Its interactive nature with all other elements indicated above, as well as with the company's external audience makes a clear differentiation difficult." In correlation, Ivancevich and Matteson also said, "Internal communication refers to the way founders help their employees to accomplish both individual and organizational goals, but also how ... to respond to organizational change, coordinate organizational activities and engage in virtually all organizational relevant behaviors" (as cited in Rode and Vallaster, 2005).

Internal Corporate Communication

Internal Corporate Communication is a process between an organization's strategic managers and its internal stakeholders, designed to promote commitment and sense of belonging to the organization (Welch, Jackson, 2007). Also mention by Smidts et al. (2001) that internal communication affects the degree of identification employees feel with their organization and their attitude to support the organization.

According to Knilans (2012), "Internal corporate communications are messages that are conveyed to employees and stakeholders that have an interest in the production side of the business. On the other hand, external communications are those messages meant for the consumer of the goods or services the company produces". Internal communications include:

- The company's mission statement
- Employee manuals and handbooks
- Employee newsletters, e-newsletters and emails
- Information contained on the company intranet

- Trainings and seminars
- Unwritten communication such as corporate cultural norms
- Communication given to shareholders (who may also be consumers)

Thus are form of communication that a company employ to make the employees engaged in creating the message. Knilans (2012) also said, “Employee engagement is one of the top drivers of sales growth. When the employees have bought into the company’s goals and made them their own, they’ll be more likely to make the goals reality.”

Usually, thus types of corporate communication strategies that used with low-cost, even when you scale them up to the level of a medium to large-sized business Knilans (2012).

According to Steyn (2004), Corporate communication strategy is a strategic management function. Steyn also said, “Corporate communication strategy assists the organisation to adapt to its environment by achieving a balance between commercial imperatives and socially acceptable behaviour.” Steyn (2004) explained, “some of the earlier approaches to the role of business in society also contain assumptions relevant to the conceptualisation of corporate communication strategy.” such as:

- According to the ‘corporate social performance’ approach, “the real importance is what organisations are able to accomplish with regard to specifying the nature of their responsibilities — adopting a particular philosophy of responsiveness and identifying the stakeholder issues to which these responsibilities are tied” Steyn (2004).
- According to the ‘stakeholder’ approach, “managers perceive stakeholders not only as those groups that management thinks have some stake in the organisation, but also those that themselves think they have a stake” Steyn (2004).
- The ‘issues’ approach, “regards the analysis of societal issues and trends as important because the values and beliefs of key stakeholders are derived from broader societal influences. The development of corporate communication strategy is based on proactively managing all strategic issues, regardless of whether their nature is economic, technological, social, political, ethical, perceptual or any other” Steyn (2004).

Public

According to Danandjaja as stated on his book *Peranan Humas dalam Perusahaan* public is a group of people that related to an issue. It creates different opinions toward that

issue and tries to solve the issue with discuss as the way out of searching for the solution (Danandjaja, 2011).

Indah F. (2013) also has the quite same of perspective with Danandjaja, “Public is a group of people (or one person who is clear, who establish an intimate relationship with the company. In a simple definition of public can be interpreted also as many people or the public.” Simply, public could be defined as the common society that stand by more than one person.

From these perspectives of public, it could be conclude that public is a group of people that have the same interest and have the good relations and good communication with the company internally or externally. Also when it comes an issue these people could have a discussion and find the problem solving.

Sari (2017: 11) also argued that public are anyone who has direct or indirect interaction with us (company). Public could be an institution or individual.

Corporate communication is directed to communication in the company (internal communication) and communication with other organizations (external communication). Public also can divided into internal and external public (Sari, 2017). In the case of PT Kibar Kreasi Indonesia, internal public are the employees and the external public are partners and communities.

Internal Public

Internal public are people who work in the company. They usually called as employees, managers, and labours. The communication strategy that implemented for internal public is directed to the entire organization and also the individual in the division and unit. Why the communication strategy is important to implement for internal public? It is because the internal public is a picture of the company itself in front of the external public. People could define how is the character of a company by seeing the habit and attitude from the internal public which are the employees itself.

According to Wakidi, he said that internal public of the company are people who have interest and demand to the company’s resource and within the organization’s structure (Wakidi, 2011).

As Firsan said that quoted by Sari (2017: 12), internal public are they who within the organization such as employees, manager, supervisor, labour union and board of director.

In the other words, internal public are people who have the same perspective and goals with the company. Mostly internal public have the same vision and mission with the

company. Public internal would be adjusted with the form of the company itself, either it is in the form of a trading company, government agency or educational institution. Therefore, it is depend on the type of the company. The public that belongs to the company should adjust with the character of the company itself and in general that public are part of the company.

The internal public of PT Kibar Kreasi Indonesia is the employees. Where people who would like to work with KIBAR should pass same phase of interview, which means KIBAR wants people who work with them are they who have the same vision, mission and perspective with them. It is to make KIBAR easier to achieve their goals.

External Public

External public are people who work with the company but not belongs to the company. The examples of external public are partners, media and community. As Firsan's statement that quoted by Sari (2017: 12), "external public are they who do not work directly with the company such as media, central and local governments, consumers, surrounding communities and suppliers."

According to Wardhani that quoted by Maulina (2015: 80), "publicity and Media Relations are implemented in Press Release, Press Conference, newsletter, Press Tours, Press Party, Press Receptions and Media Gathering." It stated that media as a tool for corporate communications team to do publications, building image and maintaining image for its brand or program.

As Suhandang statement that quoted by Fadli (2012: 5), "the external public of the enterprise, organization, body or agency consists of:

- People or residents who live around the area where the company, organization, entity or agency is located. This set is prevalent called community public.
- Subscribers or relations of any company, organization, body or agency it, or called a public customary.
- Suppliers of raw materials and distributors of production from companies, organization, agency, or agency, commonly referred to as consumer public.
- The opinion leader or influential people in the circle community.
- Community organizations that have an interest or association of business with the company, organization, body or agency.

- The general public or interested public and sympathetic against the enterprise business, organization, body or agency concerned.”

PT Kibar Kreasi Indonesia has the same thing about external public. The external publics of KIBAR are:

- The community that have engagement with program that initiation by KIBAR.
- Partners that doing the project with KIBAR.
- Media that has a good relations with KIBAR.
- Client who trusts KIBAR.

Methodology

This research use qualitative method because the researcher wanted to identify what kind of internal corporate communications strategy that used by PT Kibar Kreasi Indonesia in harmonize the relations between the company and employees in the high pressure situations of work in detail. Cresswell (1994) said, “qualitative research is more concerned with the use of inductive logic where categorization is born from the researcher's encounter with the informant in the field or the data found. So that qualitative research put detail information in the form of contextual ties that will lead to the patterns or theories that will explain the social phenomenon” (as cited by Somantri, 2010: 58) In the simple words, qualitative researcher did interacting intensely with the reality that examined.

In this research, the researcher used case study as the research approach. As Baxter and Jack (2008) said, “qualitative case study is an approach to research that facilitates exploration of a phenomenon within its context using a variety of data sources. This ensures that the issue is not explored through one lens, but rather a variety of lenses which allows for multiple facets of the phenomenon to be revealed and understood.”

So, when a research should use the case study approach? According to Yin (2003), “a case study design should be considered when: (a) the focus of the study is to answer “how” and “why” questions; (b) you cannot manipulate the behaviour of those involved in the study; (c) you want to cover contextual conditions because you believe they are relevant to the phenomenon under study; or (d) the boundaries are not clear between the phenomenon and context” (as cited by Baxter and Jack, 2008). In this research, the researcher used case study approach because the purpose of this research is to answer how is the corporate communication strategy that used by KIBAR in harmonize the relations between the company and employees in the high pressure situations of work.

Baxter and Jack also told that, “some suggested ways are by telling the reader a story, by providing a chronological report, or by addressing each proposition. Addressing the propositions ensures that the report remains focused and deals with the research question (2008). In this research, the researcher did in-depth interview to identify what kind of communications strategy that used by KIBAR in harmonize the relations between the company and employees in the high pressure situations of work. In this research, in-depth interview was applied to gaining information from the informants as Daymon and Holloway (2011) said, "in-depth interviews are a major source of data in qualitative research and a way of exploring informant perspective and perceptions.

The informants in this research are four persons. Thus four persons consist of some aspect. One person is from Public Relations’ team of the company, two persons are from the internal public which are employees, and the other two are from external public which are partners of the company. The researcher chose them because they are compatible to give information that can support the research.

Table 1. Participants of this research

N	NAME	RELATIONS WITH	DATE OF
O		COMPANY	INTERVIEW
1	Naomi Noviyanti	Public Relation Officer of KIBAR	23 January 2018
2	Chika Bagaskara	Content Writer of Rombak Media	19 Maret 2018
3	Farizan	Project Manager of Gapura	1 Maret 2018
4	Denis Adiswara	Digital CEO of Layaria	19 Maret 2018

The informant as the representative from KIBAR were asked about how is the internal corporate communications strategy that applied by KIBAR and the external public will ask their opinion on cooperate and interact with KIBAR

Before researcher did in-depth interview, researcher have asked permission and record it as the evidence. In analysing the data, researcher follows the recommendation by Daymon and Holloway (2011) that there are five steps for data analysis such as transcribing, organizing, coding and categorizing, interpreting and evaluating. According to Purwati (2013):

“Transcribing means collecting all notes and data from in-depth interview in a form of transcription. After that, researcher continues by organizing the data which started from re-check and complete the transcript. The third step is coding and categorizing the data. In coding process, researcher using axial coding procedure where researcher grouped themes or similar concept into categories. The data that have been coded were gathered into some categories. Then the codes were interpreted and finally evaluated by reviewing the interpretation to ensure that the data is meaningful, useful and credible.”

Result And Discussion

Corporate Communication Strategy of Kibar

Corporate communication for a company is to harmonize the relations of communication between the public with the company to create a good base relationship between them. Corporate communication also could anticipates any issues, events and crises before it comes to happen. To applied the right corporate communication strategy, a company` should know first who are their public and how is the behavior of the public itself. If we reflect on Dolphin’s statement about corporate communication that also containing with the massages the organization presents its desired image and persona.

In doing this research, the researcher is also as a part of KIBAR. The researcher works at KIBAR since Mei 2017. During these time, the researcher observed about the corporate communication strategy of KIBAR that applied to its public, but it’s deeper on internal public. The researcher found some of unique way on how KIBAR treats the public in the office.

One of corporate communication strategy that KIBAR uses in delivering the message of value of the company is office touring. For those who have intention to do something with KIBAR such as partnership or become the part of KIBAR and came to the office for the first time, they would experienced office touring. KIBAR put a value story on every corner in its office. Through office touring KIBAR wants theirs public know what is the value of KIBAR.



Figure 3. Wall of Hope at Menara by KIBAR. Picture by Liputan6.com

Everyone that did office touring would see the picture that showed on figure 3. Through this figure, all culture of Indonesia are displayed on the wall. The unique thing in this wall is some of those who did office touring cannot aware of four alphabets which are HOPE. It was made in purpose, through this figure Yansen Kamto as CEO of KIBAR wants to tell that not all of Indonesian people could see a hope for Indonesia. Therefore KIBAR wants to bring a hope for Indonesia, that wants all of Indonesian people could feed themselves. KIBAR create a program *Gerakan Nasional 1000 start-up Digital* to make that hope comes true. KIBAR with the support from Ministry of Communication and Informatics (MoCI) wants to create 1000 start-up in Indonesia that could open job opportunities and the words of “all of Indonesian people could eat” comes true (Boulevard ITB, 2015).

KIBAR has a value that become the base of the company. All the program that held by KIBAR, it should give a good impact or at least information that could change the mindset of Indonesians to become more advanced. Such as *Gerakan Nasional 1000 start-up Digital* that could open more job opportunities in Indonesia, *Gapura Digital* that wants to help *UMKM* (Micro small and Medium Enterprises) go digital by giving a training about how to manage their business in digital way, also *Indonesia Android Kejar* that wants to build and bring forward the developer community in Indonesia. Those three program were running simultaneously in 10 major cities in Indonesia such as Medan, Jakarta, Bandung, Surabaya, Semarang, Malang, Yogyakarta, Denpasar, Pontianak, and Makassar. Through those

programs KIBAR wants to tell the public that KIBAR is not a company that only wants to gain profit but also wants to bring value to Indonesia.

Internal Corporate Communication Strategy

Based on the observation that researcher did since 8 Mei 2017, KIBAR wants their internal public think that KIBAR is a kind and a leading company.

Internal Corporate communication strategy of KIBAR in treating the employees (internal publics) to achieve the image that they want through some programs and habit intend to make each other comfort and improve the effectiveness in work.

a. KIBAR's Female Fellowship Session

In KIBAR, there is a KIBAR's female fellowship session. It is an informal discussion and brainstorming session to talk about everything related to issues, challenges, and barriers that female are facing at work. The objective of this session is to evaluate and improve the policies, rules, system, and habit within the working environment to help female member to be able to develop themselves and be more productive. This is a monthly session. Through this session, KIBAR wants to comfort female member which are the minority in the office. This session is really exclusive, person in charge for this session which is HR (Human Resource) asked to turn off the CCTV (closed-circuit television) and door access for the room. It is to make the participants feel comfort to tell about everything.

Through this session, KIBAR wants the employees know that they care about any issues among the employees and want to help them to solve the issue together. It was quite good for a company that giving a space for minority to speak. Meanwhile, this session just give a space for the woman employees but there's no action that taking serious of what other shared in this session. Actually this could decrease the respect also from them. This could lead them to think that the company never take anything seriously and thought that it is just a nonsense. So far, this session only held once and never come up again. It would be better if this session could held consistently and talked about the progress of what they shared on the previous session.

b. KIBAR's Club

KIBAR also create some clubs that could refresh the employees mind and also a medium for their interests and talents. Through this clubs activities, KIBAR tried to

connect everyone and made them knows each other well. These clubs start active since January 2018 such as:

- *KIBAR Bugar*

This club activity is doing sport. Since all of the employees work in front of the laptop and mostly sitting on their chair, this club would help them to keep health. This club active once in a month. So far, they already played futsal, badminton and dance.

- *KIBAR Nobar*

This club activity is watching movie together twice in a month, once at the office and once at the cinema. This club is the most favourite, because it really could get rid of stress.

- *KIBAR Bergetar*

This club activity is playing any games. Such as board game, playstation, or anything that need a strategy and creativity.

- *KIBAR Pintar*

This club activity is sharing knowledge among the member of KIBAR. Such as public speaking, presentation skill, talking about conspiracy and making diorama.

- *KIBAR Segar*

This club activity is as a medium for the employees who likes sketches, culinary, photography and traveling. The objective is to refreshing for the employees out of the office.

- *KIBAR Berdebar*

This club activity is invite one KIBAR's employees randomly to share about themself which would be asked by others with random questions. In this case the selected person has the right to answer honestly or not to give an answer at all. The objective is to increase respect among employees of KIBAR, so that others know who they are.

- *KIBAR Idol*

This club activity is as a medium for the employees who wants to share the talent such as singing, stand-up comedy and dance. The activity was designed for a competition and of course there is a prize such as Go-Pay balance for the winner.

- *KIBAR Magar*

This club active once in two months and held in the office rooftop. There is a potluck, stand-up comedy with the same acoustic music. The objective is to give a space for all KIBAR's employees to get together and get out of work for a moment.

These clubs are a good way to comfort the employees in the middle of big load of jobs. The thing that should be considered in this session such as, they held the session without considered if all the employees could join. So far, it was always the same people that could join meanwhile the other is busy with the deadline. So actually this term only affected some people. It could be better if each session are scheduled well every month to made everyone aware about it and all of them could be participated to achieve the objective in every session.

c. KIBAR's Facilities for Employees

As already mentioned before, KIBAR also has a coworking space in Menteng that become the office of KIBAR and it is called as *Menara by KIBAR*. This coworking space is well design to comfort people and improved effectiveness of working. In this coworking space, these are some prominent facilities that provided by KIBAR for the employee and through these facilities, KIBAR shows its concern toward the employees such as:

- Provide lunch and dinner for everyone. For lunch and dinner, KIBAR wants the nutrition is balance without flavoring. Yansen as the CEO always tells the chef not to use cooking oil more than once. When lunch and dinner time all of KIBARian (designation for KIBAR's employees) would come up to the rooftop and eat together.



Figure 4. Rooftop *Semesta* at Menara by KIBAR. Picture by Liputan6.com

- Provide massage room and massage expert for everyone to stay relaxed despite having a lot of work. Everyone could go to this room once in a week for 30 minutes. The massage expert is a visual impairment and he has been doing this job for 20 years. He was also trained through a government training program for people with disabilities.



Figure 5. Pijat Room at Menara by KIBAR. Picture by Menara documentation

- Provide the game space at *Puputan* room. The name of *Puputan* room itself is quoted from a war in Bali. In the 19th century around 1830s, the Dutch colonials influenced the kingdoms of Bali. This resistance is known as Puputan War. This room is the most favorite room for all the man in KIBAR. Because there is a playstation, home theater, a ball pool. Everyone could use it whenever they want whenever they feel bored.

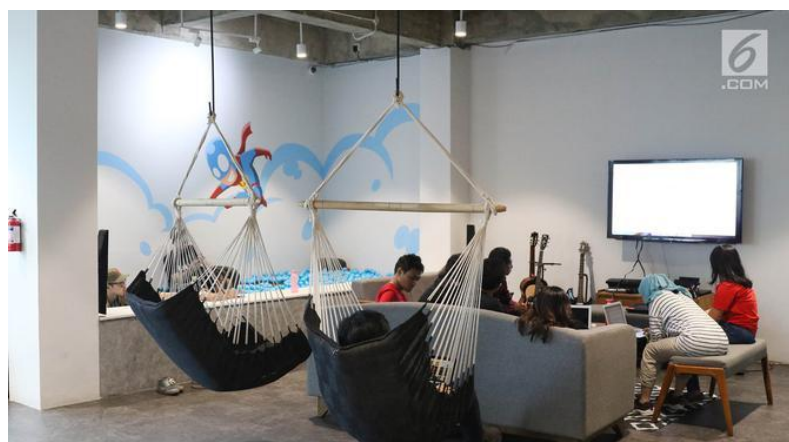


Figure 5. Puputan Room at Menara by KIBAR. Picture by Liputan6.com

These facilities already gave the best impression in front of the internal and also external public. Through thus facilities, it creates an opinion that KIBAR is a company that care of what is the employees need to keep them being productive and comfort them in the middle of big load of jobs.

d. Everyone Should Know Everyone's Working on

It is a culture that adopted to make everyone knows what everyone is doing especially in a team. This culture is aim maintaining the workflow and keep it balance. In case, one of the team member get overload of tasks, the other could help and finished it on time or if a team needs help from the other team, they should know which team that suits for the job and could lighten the burden.

Not only that, all of the employees should know where is the others. If one person has something to do outside the office they should tell the others what they are working on. Usually everyone would report about their schedule outside the office through Slack Group that all of the employees are in it. As cited through the www.slack.com/about, Slack is a platform that connects teams with the apps, services, and resources they need to get work done.

In gaining information about the corporate communication strategy of KIBAR in harmonize the relations between the company and employees in the high pressure situations of work, the researcher not only hold on result of the observation but also did in depth interview with the Public Relations Officer of KIBAR. Researcher interviewed Naomi Noviyanti as Public Relations Officer of KIBAR on 23th of January 2018. The participants willing to share the information that needed for this research. From this interview, researcher get the information that could support the research such as:

- The work culture in KIBAR

“We basically work based in out OKR (Objective Key Result) that was designed in the beginning of the year. We work mostly in a team and we also work in a fast phase.” -Naomi Noviyanti

- The participant’s perspective of corporate communication

“Corporate communication is basically a management function that responsible for overseeing and coordinating the work done by communication practitioner in different specialist discipline such as media relations, public affairs, internal communications and ect. Corporate communication strategy also has a big impact of the public opinion about KIBAR. If we do something

wrong or miss lead about the information that we intend to share with our public, of course it will miss lead our public opinion about KIBAR.” -Naomi Noviyanti

Naomi also said that to avoid any chance or issue that could ruin the image of the company, KIBAR build a good relationship with its media networks and keep feeding them with the information they need. So, when the time KIBAR makes a mistake or something that they need to clarify on media, they use that good relations. So the media could helps KIBAR to spread the news.

These statements give a prove of what Dolphin (2009: 2) explained that corporate communication is a function that could anticipates any issues, events and crises before it comes to happen.

- KIBAR’s strategy on creating the first impression of public

“We basically never aimed a really good image in front of the public. What we do is giving the information that they need and deserved.” -Naomi Noviyanti

- The participant’s perspective for role of public opinion

“Public opinion plays important role in the image of the company, of course. Because it helps the company in understanding the views of the public, assuming those views to reach complation that might determine our company next step.” -Naomi Noviyanti

It is related to what Novianti (2011) said that public opinion is very important to make improvements, develop, organize the flagship, and make it able to compete.

- Corporate communication strategy of KIBAR for internal and external public in giving information

Internal Public	External Public
Sharing session among the internal team	Sharing through social media
Informations board of the upcoming event and project	Share the press release to the conventional media and online media

The strategy that mention by Naomi, is related to the statement of Frandsen and Johansen (2011) that corporate communication is involving and communicating with all types of stakeholders, corresponding the internal and external communication activities, and applying a strategic perspective on communication.

The researcher found an interesting thing when doing the interview. When the researcher asked the informant about who is the competitor of KIBAR, Naomi said that there is none competitor of KIBAR because there is no company in Indonesia that did what KIBAR did. In directing public opinion to be what they want, Naomi also said that KIBAR only stated the key message then turn the key message into press release and into social media caption. So in correlation, if KIBAR wants the public to think 'A' about KIBAR then KIBAR will put that 'A' in the key message and turn it into press release and social media caption then separate it to the public in creative way.

Through the statement above, it is similar with what Dolphin (2009) said that corporate communication also containing with the messages the organization presents its desired image and persona.

According to Naomi, as a tech ecosystem builder in Indonesia KIBAR wants to distribute the digital opportunities in this digital era through the programs such as *Gerakan Nasional 1000 start-up Digital* with the Ministry of Communication and Informatics. With the program KIBAR aim the opportunities to make start-up in 10 big cities in Indonesia. Also with *Indonesia Android Kejar* program KIBAR wants to bring forward the android developer community in Indonesia by training almost 1000 early stage of android developer. Not only that, there is also a program by KIBAR and Google that named *Gapura Digital*. This program to support Indonesian Small and Medium Enterprises to advance business through digital. Through these program, KIBAR could educate and open the opportunity for Indonesian to make them become more open and understanding with the ever-evolving technology.

Naomi also give suggestion through her perspective about how is corporate communication strategy that should applied for other company that might be moving in the same field with KIBAR:

“My suggestion is, first of all I would like to say that of course you have to maps your stakeholder. You have to maps your public. Which one is your internal public and which one is your external public. You also have to divide them into tier where the first tier is your most important public and the second is your semi important public and so on. So, when you know your stakeholder on public mapping then you will know which message that you want to giving to them. And after you know which message you are giving to which audience, then you know how to turn it into communication strategy and it will be more accurate and effective.”

The researcher also interviewed Farizan as Project Manager of Gapura Digital at KIBAR and Chika Bagaskara as Content Writer of Rombak Media. The participants were chosen because they already worked in another company before join with KIBAR. In aiming that they could give a brief the difference between KIBAR and other companies.

Farizan started working at KIBAR since January 2017. Before working at KIBAR, the informant was work at Mandiri Bank at marketing communication division for four years. After resign from Mandiri Bank, he chose KIBAR because he sees that KIBAR has a good value if compared with an agency. The aim of the company is really different. One of his friends is work at the company with lots of things to do with a big load of job, but all they do is just to make the client feels satisfied. In another hand what KIBAR do is to advancing the nation. The informant views KIBAR as a company with *Bhineka Tunggal Ika*, because all of the people who work at KIBAR come from different background and with all the differences are united with the vision of KIBAR.

The other is Chika Bagaskara, she started work at KIBAR since 9th March 2018 which is it still her 10 days working at KIBAR when the researcher interviewed her. Before joined with KIBAR, she was also work at Ruci Artspace and two of public relations agencies. The first time she knows KIBAR is from an event that held at KIBAR. After she resigned from her previous company, she was search for job opportunity and found Menara by Kibar website (career.menara.co) and amazed with the website because she thought it was a great website and she interested to join with KIBAR. After knowed about KIBAR, she thinks that she should become a part of this company. She thinks, as a young person she still has energy, environment, link and she thinks as long as she still in these ages why we do not give the best for our nation no matter how small it is.

Chika thought that KIBAR is care to its employees. It could be seen from the office. From her previous company, they did not care if their employees are tired, could eat or not, or need refreshing or not. It could be seen from a little thing in Menara by KIBAR such as massage room and phone both. It shows that KIBAR respect what the employees need. According to Chika, team works also a different that she saw from KIBAR and her previous company. At her previous company she was always work by herself meanwhile at KIBAR's culture of work is collaborate and teamwork. It is a challenge for her to learn. She chose visioner to describe KIBAR. It is because KIBAR sees the prospect of Indonesia in the future and could see how he fore case is in the future.

Farizan and Chika gave suggestion to KIBAR that they need to make a clear structure, because by the time KIBAR become a bigger company. So the jobdesc should be clear without forgetting about the main idea but it just need to adjusting with the growth.

Opinion From The External Public In Cooperating And Interacting With Kibar

To understand how internal corporate communication that applied in KIBAR will also be felt by the external public, researcher interviewed Denis Adiswara as CEO of Layaria Kibar recognized him as ‘partner’.

Denis Adiswara as CEO of Layaria that work on aggregator content video. Layaria started from 2012 the objective of this company is first of all, to facilitated client that want to make promotion through video on Youtube, Instagram and Facebook. The second is to develop the creator video in Indonesia. The third is to bridge the creator with client. The fourth is to develop and manage IP based in video. The different between KIBAR and other company according to Denis is KIBAR could facilitated the nation network. KIBAR also could help Indonesian creator become a start-up in the future and the ecosystem that build by KIBAR is really work. When asked about a word that could describe KIBAR Denis said that all of the people said that KIBAR is creative but chose brave to describe KIBAR. Because he already saw Yansen since KIBAR did not have an office, Yansen said that he would build an ecosystem and at that time Denis did not understand how the ecosystem could be work. But now, he sits and dicing in that ecosystem.

When asked about the difference between KIBAR and other partner, Denis said, “KIBAR could facilitate for Indonesian network. While WebTV Asia could facilitate for Asia network. Both of them are important. Because video content that made by Indonesian should be enjoyed by people all over the world. But KIBAR also could help Indonesian creator become a start-up in the future and the ecosystem that build by KIBAR is really work. It is the strength of KIBAR.”

Conclusions and Recommendations

This research analyzed the corporate communications of KIBAR in harmonize the relations between the company and employees in the high pressure situations of work. This research has been conducted based on observations and in-depth interview to the related participants that could support the research. Internal Corporate communication of KIBAR is a good strategy. Because it is not saying that KIBAR is the best which means hard selling but from what KIBAR did through their programs and how they treat their internal public naturally create a good orking atmosphere to acieve high productivity, not only care about

the company achievements but also care about how the employees work. According Naomi said that there is none of company that do what KIBAR did, it shows that KIBAR sees the prospect and future carefully. KIBAR grewed by keeping the good value that makes them different with others. KIBAR not only focused on profit but also cares about the surroundings. KIBAR give the best that they have to their internal public and implied also from the opinion from their partner as their external public that they are satisfied in cooperating and working with them.

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